

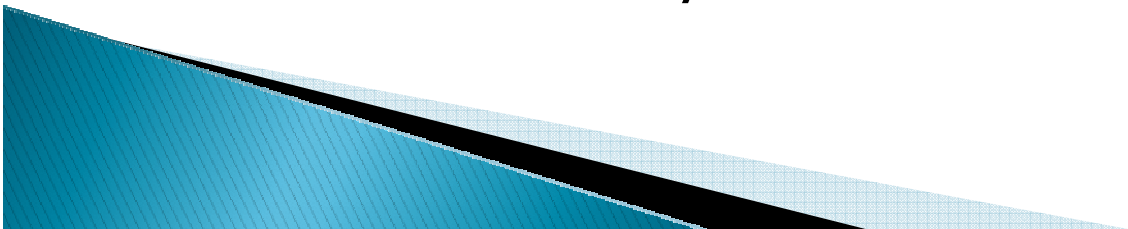
Regional Industry Partnerships & Career Pathways: A National Movement

Wisconsin Industry Partnerships Workshop
September 15, 2010
Presented by Larry Good, CSW




Creating 21st Century Workforce Strategies

- ▶ Global Economy = New Rules, Risks, Rewards
- ▶ Game Has Changed
 - For Employers
 - For Workers
- ▶ New Strategies Being Invented
 - Industry Partnerships
 - Career Pathways



The Challenge

- 
- 57% of our workforce in need
 - 2/3 of 2020 workforce already in workforce today
 - Skilled workforce = substantial competitive advantage

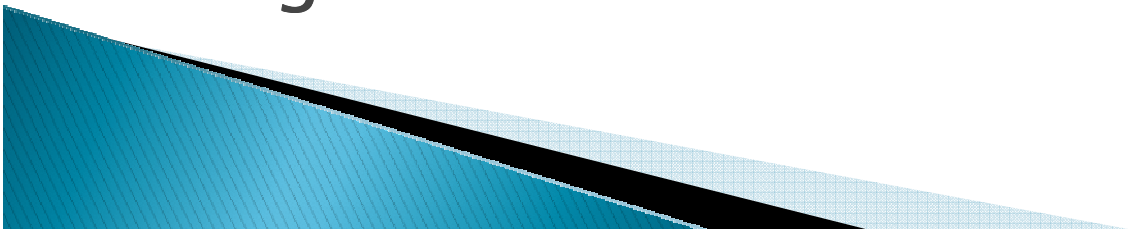


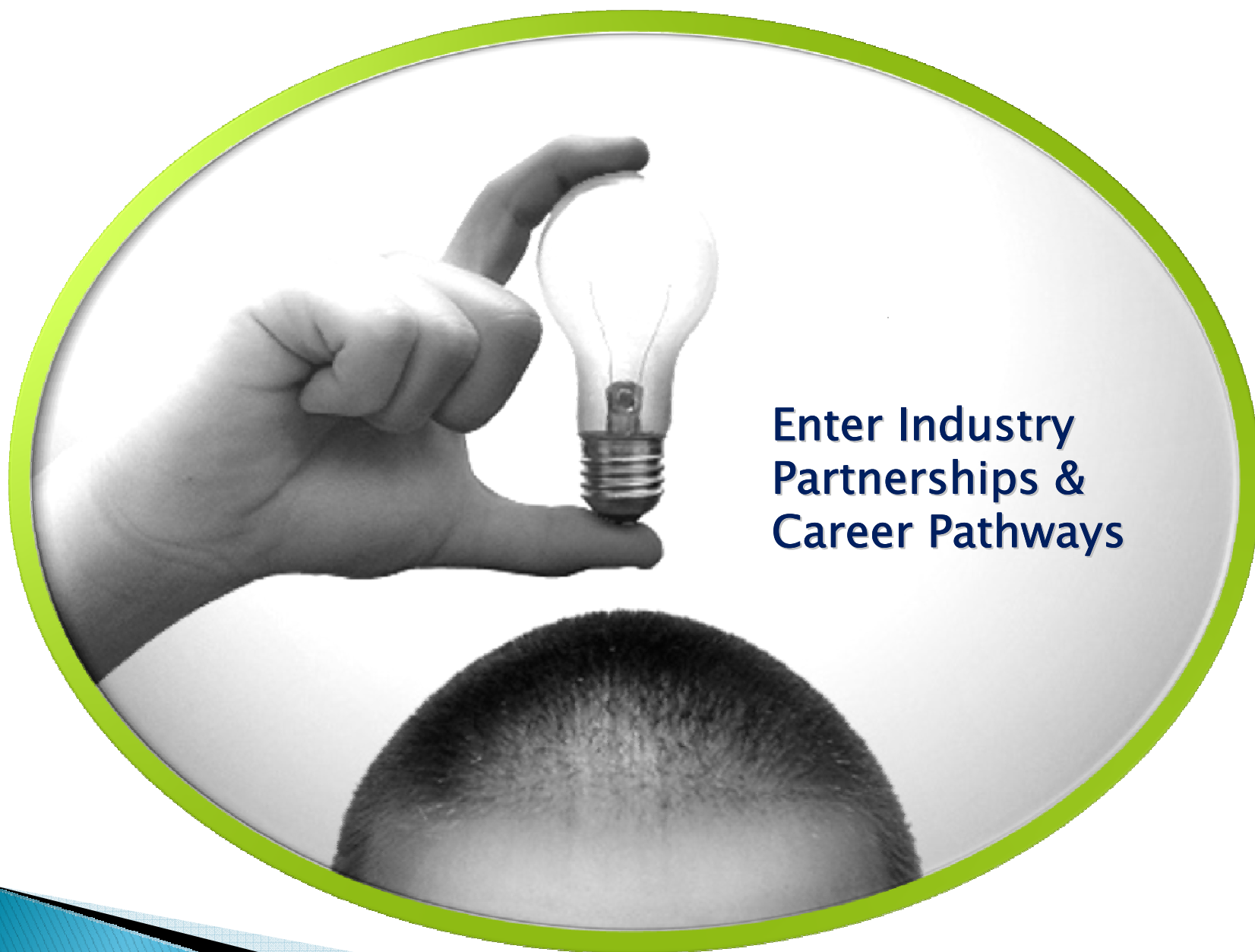
Non-Traditional is the New Norm



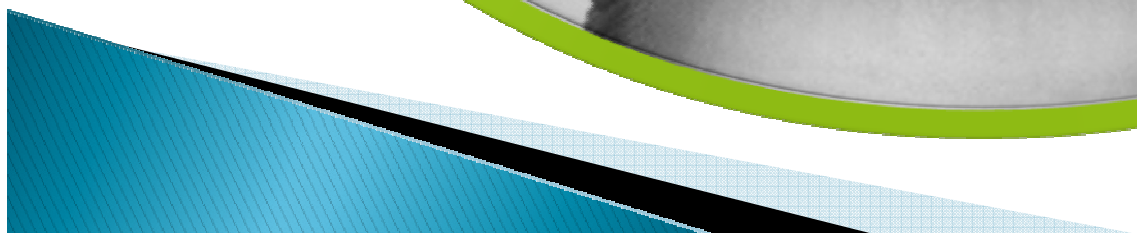
The New Givens in Workforce Policy

- ▶ Industry solutions trump “one plant at a time”
- ▶ Lifelong Learning is essential
- ▶ Partnerships are now mandatory
- ▶ Workers must navigate career pathways
- ▶ Regions are where economies organize



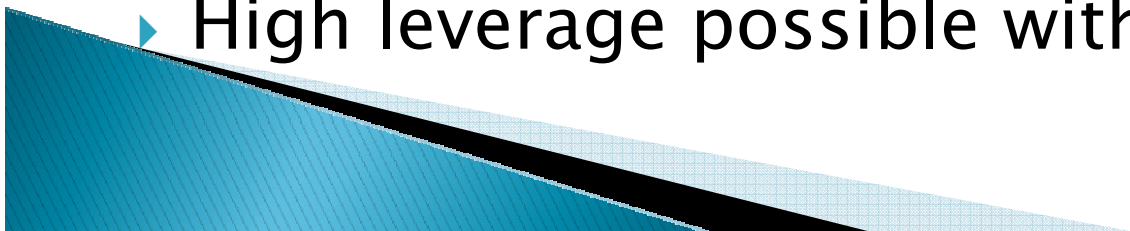


**Enter Industry
Partnerships &
Career Pathways**



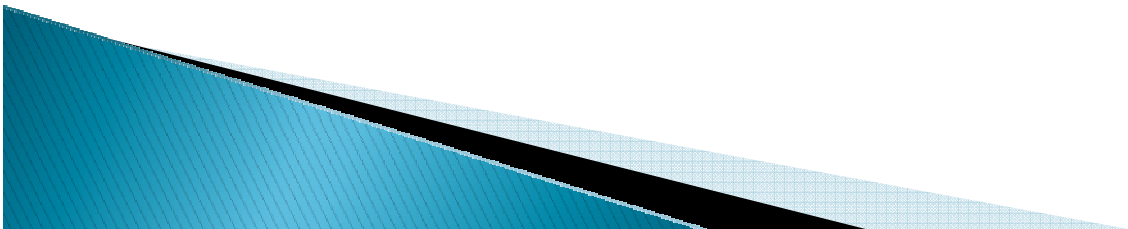
Industry Partnerships: A Powerful Organizing Tool

- ▶ Partnerships among firms in key industries with educators, workforce developers, and economic developers
- ▶ Wholesale, not retail strategy
- ▶ Organize around industry needs, not public programs
- ▶ High leverage possible with limited funding



Key Characteristics

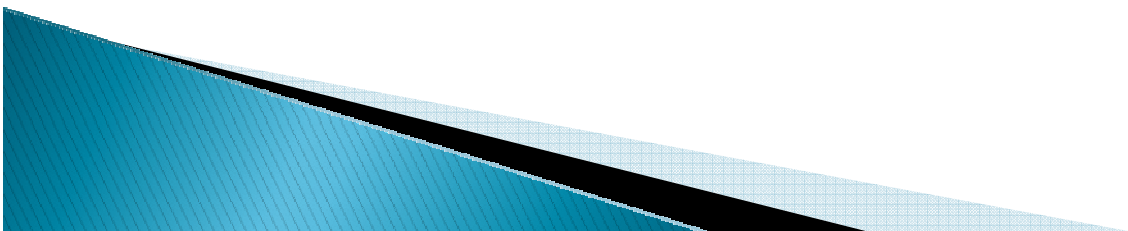
- ▶ Address the needs of *employers*
 - Focusing intensively on the **workforce needs of a specific industry sector within a region over a sustained period of time**, often concentrating on a specific occupation or set of occupations within that industry
- ▶ Bolster *regional economic competitiveness*
 - **Aligning education, economic, and workforce development** in support of strategies that can bolster the region's economy



Key Characteristics

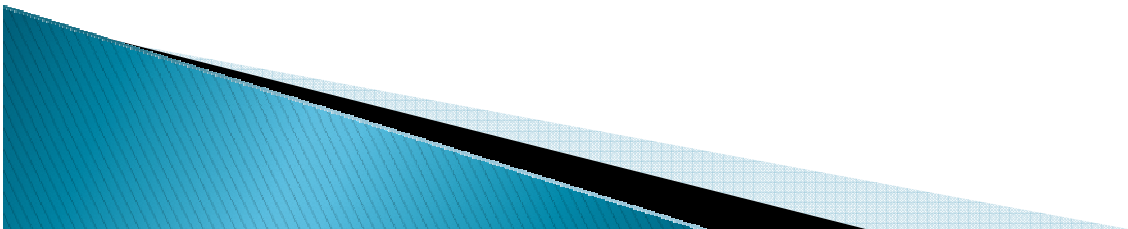
- ▶ Address the needs of *workers*
 - Creating formal *career paths* to good jobs, reducing barriers to employment, and sustaining or increasing middle class jobs
- ▶ Promote *systemic change*
 - Achieving ongoing benefits for the industry, workers, and community.

*Not another new project or initiative . . .
it's a new way of doing business.*



Why Use the Industry Partnership Approach?

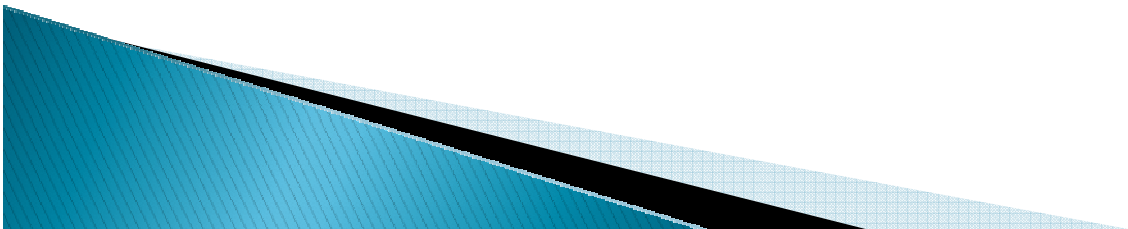
- ▶ Provides focus – on key industries' success
- ▶ Aligns resources and strategies
- ▶ Win–Win proposition for all stakeholders
- ▶ Venue for innovation
- ▶ Create career ladders and lattices for workers
- ▶ Compliments existing workforce and economic development efforts



Results for Employers

- ▶ Turnover: 41% reported reduction
- ▶ Rework: 19% reported reduction
- ▶ Customer complaints: 23% reported reduction
- ▶ Companies that said partnerships with other companies were valuable: 100%

Source: 3rd party evaluation of Massachusetts Sector Initiative



Results for Workers

- ▶ Employees who participate in sector-related training earned an average of two dollars more per hour
- ▶ Participants in sector skills-training programs saw decreases in poverty (from 64% to 35%)
- ▶ Participants gained new jobs as a result within targeted sectors
- ▶ 83% of participants agreed that the training prepared them well for work in the targeted sector
- ▶ 78% said the program had improved their chances of getting a good job

Source: Public-Private Ventures

http://www.ppv.org/ppv/publications/assets/263_publication.pdf



Structure of an Industry Partnership

Focus: An Industry within a Regional Labor Market

Management by a Workforce Intermediary

Services Delivered by Partner Organizations

Design and Development

- Convene partnership
- Conduct research
- Target occupations
- Design services
- Determine new needs
- Obtain start-up resources

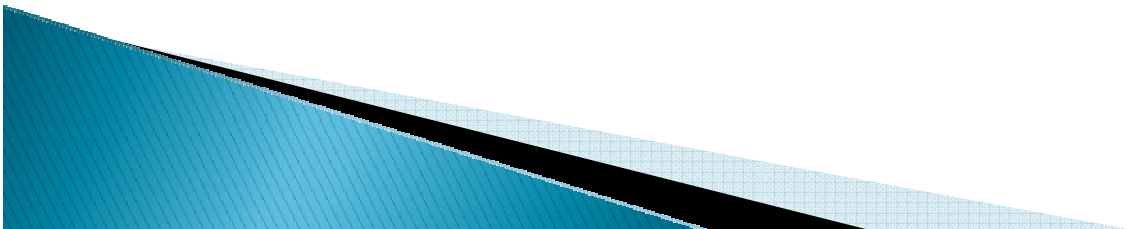


Operations

- Provide programmatic services to workers and employers
- Coordinate activities to produce outcomes
- Obtain resources for sustainability and expansion
- Bring about system change

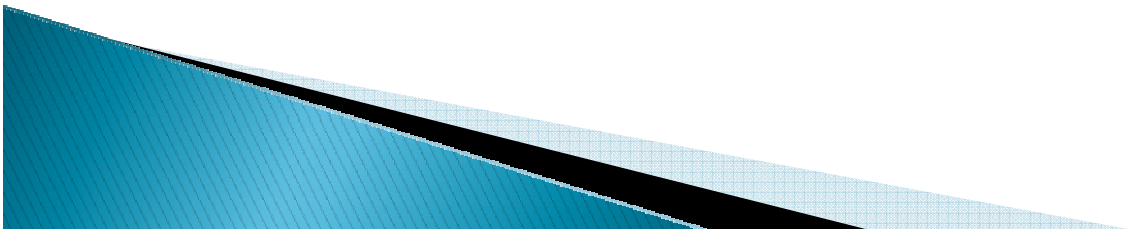
What Do Industry Partnerships Tackle?

- ▶ Definition and resolution of key human capital issues facing the industry, including:
 - Short and long-term hiring challenges
 - Retention issues
 - Incumbent worker skill development
 - Work reorganization
 - Institutional and regulatory obstacles



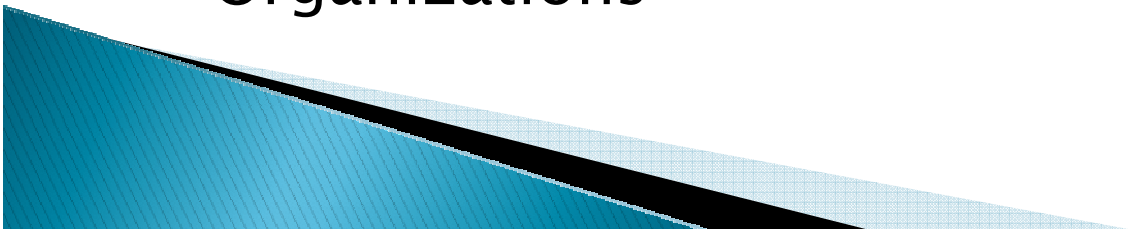
It's About More than Just Training

- ▶ Industry partnerships tackle mix of immediate challenges and long-term issues
- ▶ Beyond training, the work may involve:
 - Identifying and naming sets of skills needed for the industry and its occupations
 - Developing new or revised curriculum and credentials to address skill shortages
 - Developing supports for workers undergoing training
 - Raising awareness about career opportunities
 - Helping employers improve HR processes
 - Aligning local education, workforce, economic development activities



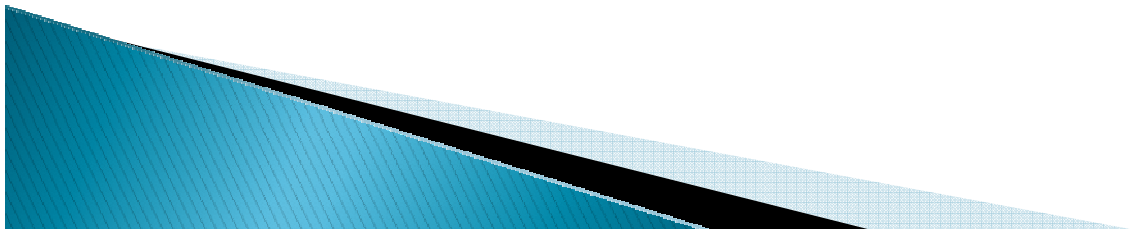
Key Partners

- ▶ Employers and Employer Associations
- ▶ K–20 Education
- ▶ Counties and Cities
- ▶ Workforce Development
- ▶ Economic Development
- ▶ Social Services
- ▶ Labor Organizations
- ▶ Community Organizations
- ▶ Across geographic jurisdictions (e.g. multiple counties)
- ▶ Across public entities (e.g. education and economic development)
- ▶ Across types of organizations (e.g. public, private, non-profit, philanthropic, education)
- ▶ Across levels of education (“cradle to grave”)



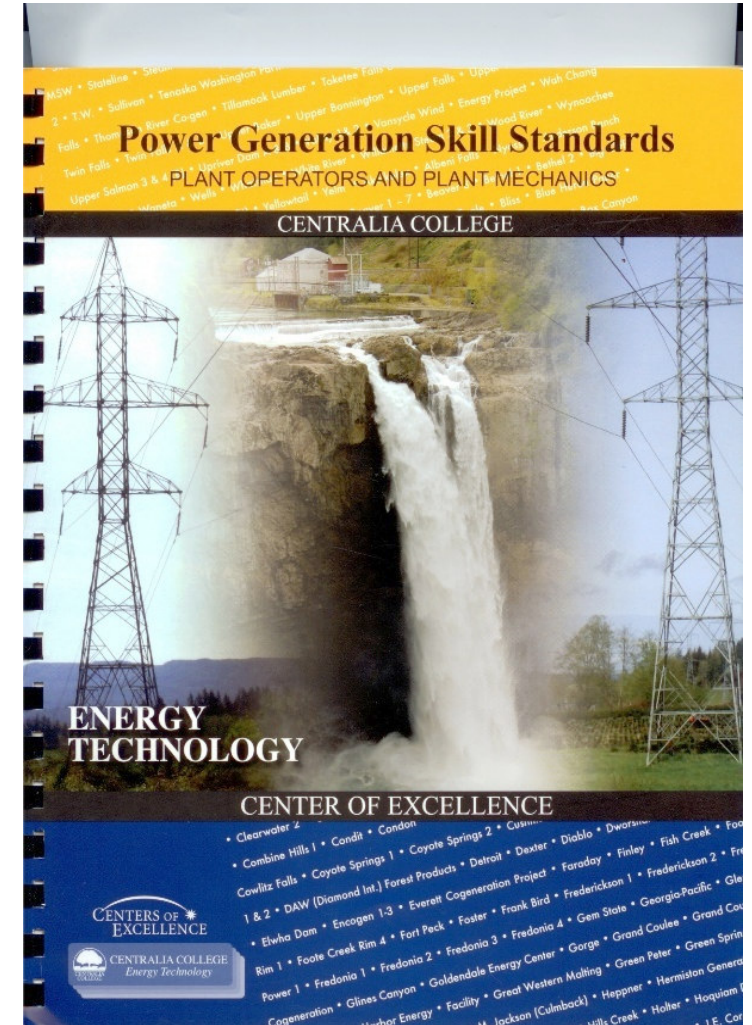
WIIFM – What's In It For Me?

- ▶ **Employers** – shared cost, a place to solve major talent issues, a single table at which to work with public entities
- ▶ **Educators** – venue for faster understanding of changing industry needs; play out of educational career pathways
- ▶ **Workforce Developers** – strategic focusing of time and resources for high leverage with key industries while meeting worker needs
- ▶ **Economic Developers** – place for focused work with key industries on talent questions; can be major tool in retention and growth strategies



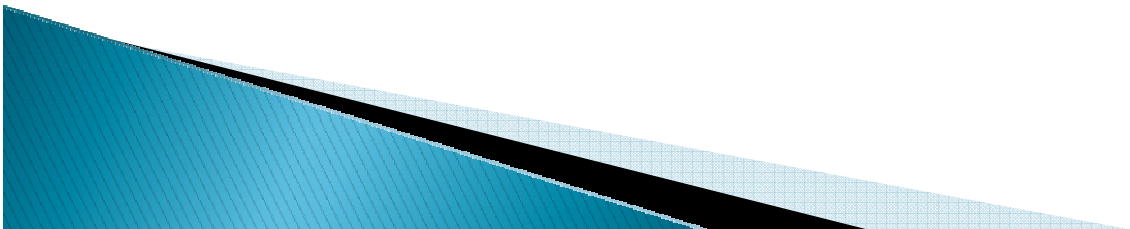
skills needs of industry we are all more competitive.” --Bob Guenther, IBEW Local 77

- “The Power Generation Skill Panel has effectively met the needs of employers, workers, and the training system through collaboration and focused work on critical issues. By meeting the demand driven skills needs of industry we are all more competitive.” --Bob Guenther, IBEW Local 77*



Roles of Industry Leaders

- ▶ Driving the partnership
- ▶ Acting as champions of Industry Partnerships
- ▶ Identifying workforce needs



The Evolution of the Business–Education Partnerships: Beyond “Business–Driven”

“Off the shelf” course offerings



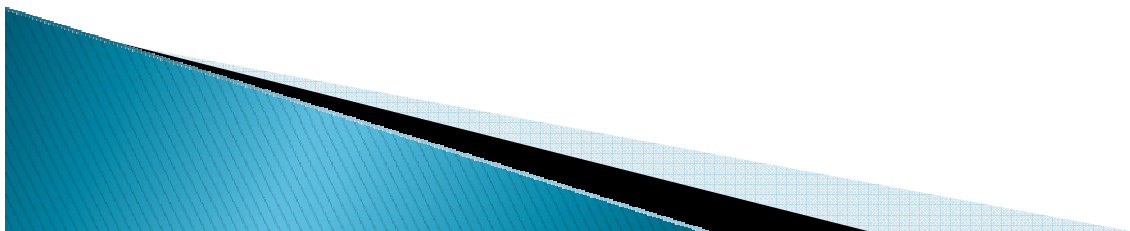
Needs assessment/customized training



Organizational development approach
 (“Trusted Partner”)



Deep engagement–Shared ownership of
 standards, curriculum and assessments



Key Findings

Accelerating State Adoption of Sector Strategies

Industry Partnerships:

- ▶ Promote Regionalism
- ▶ Increase Funding Opportunities
- ▶ Use Data to Drive Decisions
- ▶ Align Resources and Strategies
- ▶ Present Opportunities for Unified Messages
- ▶ Build Legislative Support



Evaluation of Sector Strategies: What We Know Matters to States

Impact on Jobseekers and Workers

- Increased availability of good jobs
- Improved working conditions
- Expanded work supports
- Increased opportunities for education and training for high-demand occupations
- Increased employment and wage gains

Impact on Employers and Industry

- Shared costs and risks
- Increased availability of skills training
- Guidance on ways to improve human resource practices
- Reduced turnover

Effectiveness of the Partnership

- The right partners “at the table”
- Industry challenges identified
- Appropriate solutions designed/implemented
- Plan of action, road map, goals and outcomes
- Partners agree the Partnership is valuable
- New and leveraged funding

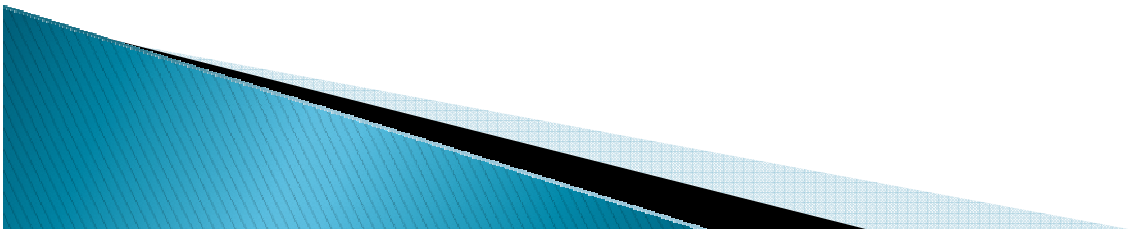
Systems Change

- Changes in how education, workforce, economic development and employers work together
- New social and business supports
- Changes in public policy
- Changes in employer practices

)

Why Regions are Important

- ▶ Economic and workforce activity is localized
- ▶ Artificial boundaries are not important to employers, workers, and job seekers
- ▶ Laboratories for innovation and transformation
- ▶ Examples of State–Regional Strategies:
 - Illinois Critical Skills Shortage Initiative
 - Michigan Regional Skills Alliances
 - Pennsylvania Industry Partnerships
 - Washington State Skill Panels
 - Minnesota Sector Partnerships



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STATESECTORSTRATEGIES



A Knowledge Exchange for State Policy Makers and Sector Leaders



Welcome to sectorstrategies.org!

This website is part of an on-going multi-state project focused on accelerating the adoption of sector strategies. Sector strategies are being adopted by dozens of states to connect workers to relevant training and education, and to connect employers to skilled workers.

What are sector strategies? They are state policies that promote regional partnerships of employers, educators, workforce developers and other stakeholders that address the skills needs of critical industries in a region. They are focused on one critical industry; are led by a strategic partner who coordinates dialogue and action; and result in customized solutions to the workforce needs of employers in the industry. They are a proven mechanism for meeting the needs of workers for good jobs and the needs of employers for skilled workers.

ARRA Resources for Sector Strategy Policy Makers

Visit our ARRA Resource page for essential resources for state policymakers thinking about how to use ARRA funds to help enhance their sector strategies.

Join sectorstrategies.org!

By registering for sectorstrategies.org, you'll have

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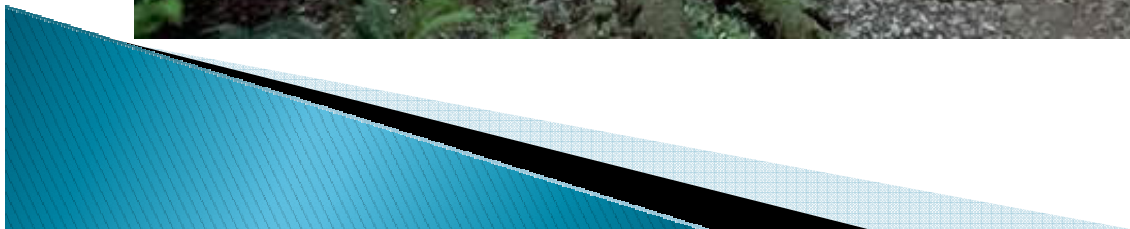
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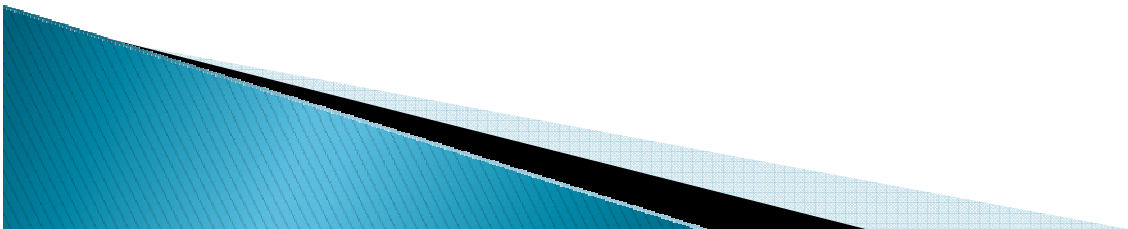
Leaky Pipeline

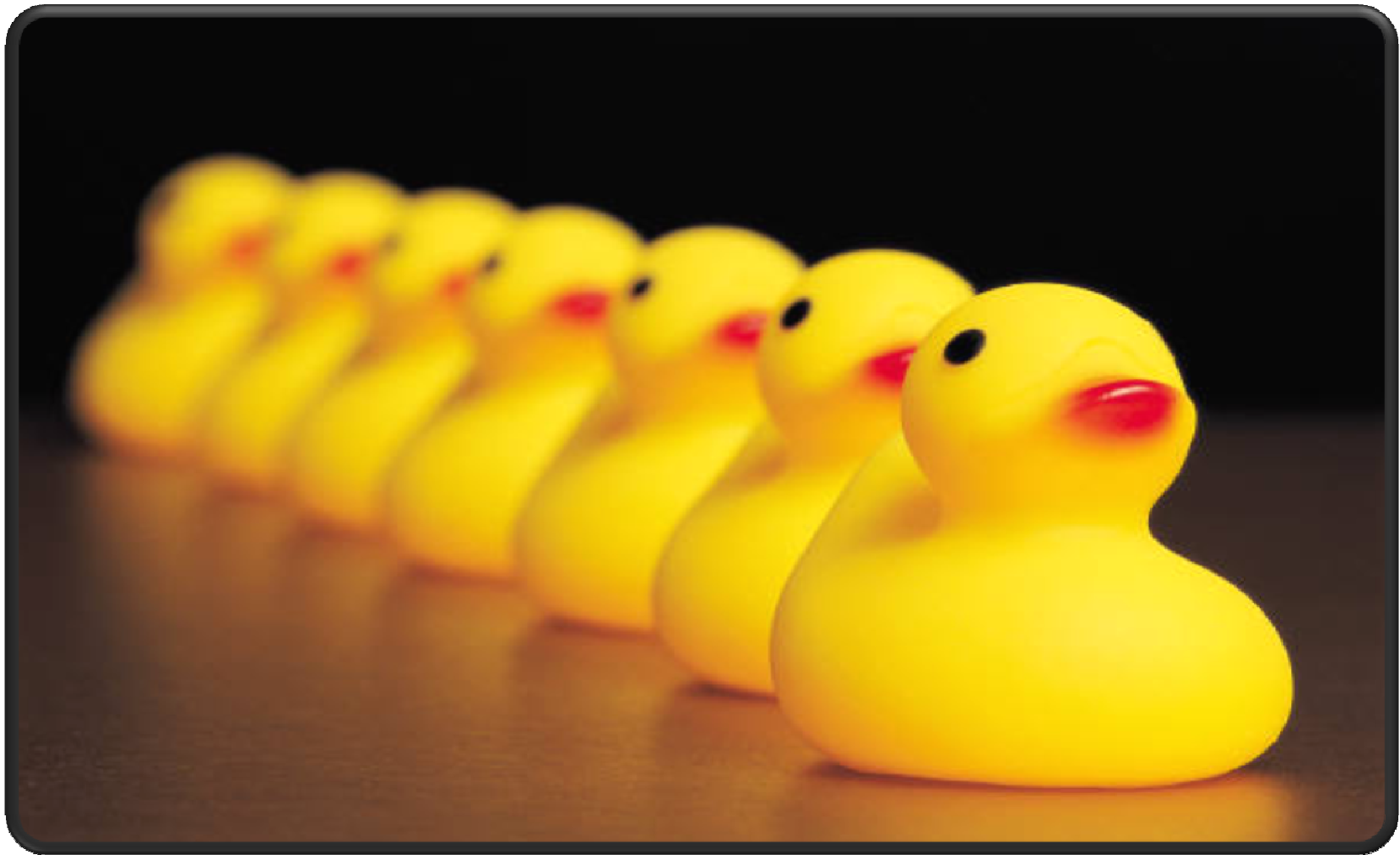
Career and Educational Pathways



Workers / Learners Need:

- More flexible and accessible learning delivery;
- Relevant career and educational pathways; and
- Career navigation to industry relevant skills & credentials.





Big picture = Alignment

Flexible and Accessible Learning



Relevant

Responsive

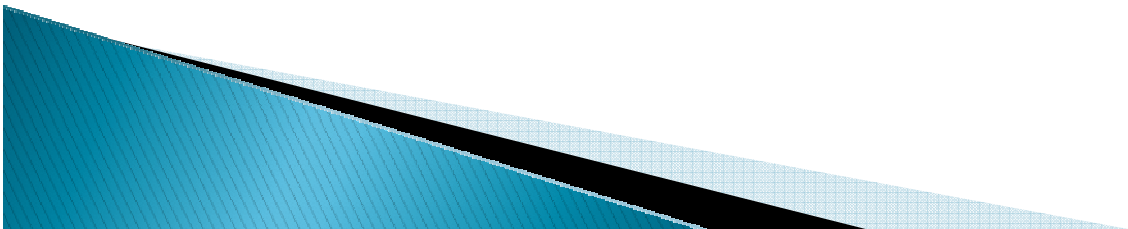
Accelerated

Relevant Skills through Career Navigation



Why Regions are Important

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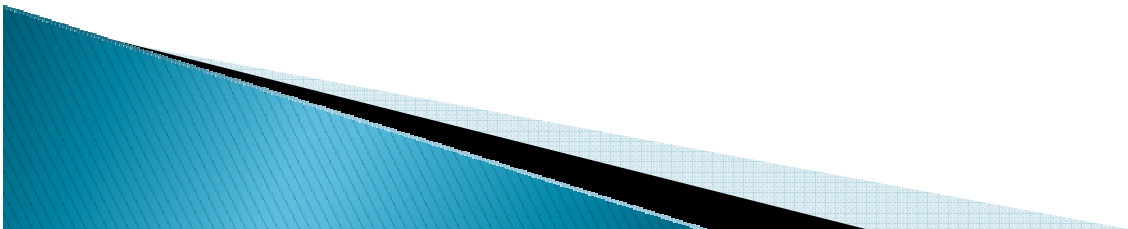


Industry Partnerships Across the Country

20+ States are using or developing Industry Partnerships as a framework for regional economic competitiveness

California	Maryland	Ohio
Colorado	Massachusetts	Oklahoma
Georgia	Michigan	Pennsylvania
Illinois	Minnesota	South Carolina
Indiana	North Carolina	Washington
Kentucky	New York	Wisconsin
Louisiana	New Hampshire	Wyoming

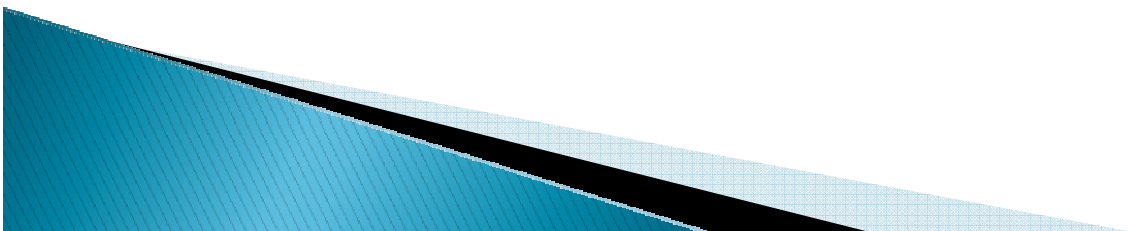
Hundreds of local areas use Industry Partnership initiatives to connect workers to critical industries in their region.



Are Industry Partnerships & Career Pathways “Fad of the Month”?

No!

- Growth in number of states and communities adopting the model or planning to do so
- Need for innovative approaches to workforce development in every industry
- These strategies work
- Bipartisan adoption
- Federal interest growing





Wisconsin's Edge:

- Strong partnerships
- Holistic strategy
- Innovations invented here
- Potential for public & foundation partnerships

Questions?

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CSW

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